

REPORT ON THE RECRUITMENT AND SELECTION

PROCESS OF SQUARE PHARMACEUTICAL LTD





INTERNSHIP RESEARCH REPORT ON

Recruitment and Selection Process of Square Pharmaceuticals Ltd

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LETTER OF TRANSMITTAL

Dr. Hafiz G.A. Siddiqi
Professor Emeritus
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Subject: **Submission of Internship Report.**

Dear Sir

I have the honor to state that, I have prepared this report on Human Resource Policies & Practices of Square Pharmaceuticals Ltd., with special emphasis on Recruitment and Selection Process. I request you to receive the report prepared by me on the basis of my findings.

The internship program and writing this report has been a great pleasure and an extremely interesting and rewarding experience. It has enabled me to get an insight into the practical arena of Human Resource Department and more specifically into the area of Recruitment and Selection Process.

I tried my level best to complete this report properly and to produce a meaningful report within all the constraints.

I would be glad to furnish you with any clarifications, if required. I therefore, submit it, hoping that you would excuse the minor flaws.

Thank You.

Sincerely

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Acknowledgement

I was given the opportunity to prepare a report for my internship program under the supervision of our honorable supervisor of Internship. It was a great opportunity for me to augment my knowledge about analyzing critical data and information. This report would have been incomplete without the help of certain people. The purpose of this part of the report is to pay a tribute to all of those cooperative people who gave their precious time to help me and without whose assistance it would have been impossible to finish the report.

First of all, I would like to thank and express my gratitude to Dr. Hafiz G.A. Siddiqi, Professor Emeritus, BRAC Business School, BRAC University, for his invaluable feedback and support. Also the special co-operation of my supervisor Mr. Md. Ishfaqur Rahman (Executive) was truly appreciable. I am also grateful to Mr.MD. Younus Ali (Sr. Manager), Mr. Sagar Haldar(Sr. Manager), Anisul Alam (Executive), Mr. MD. Sazzad Hossain (Executive), Mrs. Nibedita Basak(Executive), and Mr. Md. Tapan Mahmud(Executive), Md. Shofiqul Islam (Executive), Mr. Soumma Sarker(Executive), Mrs. Anjuman Ara (Executive) , along with the other members of HRD in Square Pharmaceutical's Ltd. Without their valuable input, this report would not have been successful. The most special thanks to Mr. Anjan Kumar Paul (General Manager) who always keeps a friendly environment in the HRD section, encourages and guides everyone to work properly.

In the end, it is necessary to mention that, this report is the result of days of hard work, I am thankful to the people who have contributed greatly behind the completion of the report. Without their help, this report would not have been even completed within the deadline, let alone being a successful and helpful one.

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EXECUTIVE SUMMARY

SQUARE Pharmaceuticals Ltd., the Leader of Bangladesh Pharmaceutical Industry for the last 29 years, is now UK Medical and Health Care Products Regulatory Agency (MHRA), Australia certified. For my internship program, I got the opportunity to work at the best performing Pharmaceuticals Company in Bangladesh. I was placed in the Corporate Head Quarters of **Square Pharmaceuticals Ltd.**, the parental company of Square Group. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player. It started its journey as a partnership firm in 1958, producing variety of medicines. From 1958 to now, it stands on a strong platform because of their successful performance and technical improvisation.

Square Pharmaceuticals has a well-organized management system by which they smoothly operate process of setting and achieving goals through the execution of five basic management functions that utilize human, financial and material resources.

Square has developed an effective and aggressive marketing system which generates motivation in the employees for achieving the organizational objectives. Square's practice of distribution through a wide network of field staff throughout the country ensures freshness of stock as well as efficient and timely service. Strict quality control is maintained in the factory by expert personnel and apparatus. Square has a reputation of paying its taxes on due time. It has got the best employee awards in 2013.

The human resource department of Square Pharmaceuticals is the key to all success. The main strength of HR is their quick informal responses to comply with continuous changing environment. Recruitment and selection of quality HR and retention of quality family members is the number one HR Policy of **Square**. The company has bonus schemes and training programs for employees. The company's growth plans for the future is to strengthen operations in domestic market, increase market share internationally and nationally, improve productivity and profitability to offer more value to the shareholders. Square is very much concern about their recruitment process and try to hire the best possible candidates from the market.

Chapter 1

Introduction

1.1: BACKGROUND OF THE STUDY

Pharmaceuticals industry in Bangladesh is one of the most developed hi-tech sectors in the country's economy. It has significantly grown in Bangladesh in the last two decades. Its healthy growth also supports development of auxiliary industries like producing of glass bottles, plastic containers, aluminum collapsible tubes, aluminum PP caps, infusion sets, disposable syringes, and corrugated cartons. Some of these products are also being exported. Printing and packaging industries and even the advertising agencies consider Pharmaceuticals industry as their major clients and a key driving force of their growth.

Pharmaceuticals companies are either directly or indirectly contributing largely towards raising the standard of healthcare and also to latest drug information.

In 1981, there were 166 licensed Pharmaceuticals manufacturers in the country, but local production was dominated by eight multinational companies (MNCs) which manufactured about 75% of the products. There were 25 medium sized local companies which manufactured 15% of the products and the remaining 10% were produced by other 133 small local companies. In spite of having 166 local Pharmaceuticals production units, the country had to spend nearly taka 300 million on importing finished medicinal products.

A positive impact of the Drug (Control) Ordinance of 1982 was that the available foreign currency was exclusively utilized for import of Pharmaceuticals raw materials and finished drugs. The value of locally produced medicines rose from taka 1.1 billion in 1981 to taka 16.9 billion in 1999.

At present, 95% of the total demand of medicinal products is met by local production. Local companies (LCs) increased their share from 25% to 70% on total annual production between 1981 and 2000.

In 2000, there were 210 licensed allopathic drug-manufacturing units in the country, out of which only 173 were on active production; others were either closed down or suspended by the licensing authority. They manufactured about 5,600 brands of medicines in different dosage forms. There were, however, 1,495 wholesale drug license holders and about 37,700 retail drug license holders in Bangladesh.

1.2: Significance and Rationale

The main reason of this study is to become familiar with Human Resource Policies and Practices of Square Pharmaceuticals Ltd., especially with recruitment & selection process. We all know that there is no alternative of practical knowledge which is more beneficial than theoretical aspects. To **Square Pharmaceuticals** like the other business, Human Resource is considered as the most important resource and the key to all success. Training and Employee Development of these employees is also important because they need to learn new skills, advance their knowledge, and meet the challenges of technology in achieving high performance. Square Pharmaceutical Ltd. always concern about recruiting and selecting the best candidates from the available. That is why I have emphasized mostly on Recruitment and Selection Process in my Internship Report.

1.3: Objective of the Study

The prime objective of the study is to examine Human Resource Policies and Practices of Square Pharmaceuticals.

The specific objectives of this report are given below:

1. The main object of the report is to investigate the employee's perception of the recruitment and selection process of Square Pharmaceutical Ltd.
2. To study briefly about Square Pharmaceuticals Ltd.
3. To examine the various steps of recruitment and selection process of Square Pharmaceuticals Ltd.
4. To identify the problems regarding recruitment and selection process of Square Pharmaceuticals Ltd.
5. To suggest some improvements regarding the problems of recruitment and selection process.

1.4: Limitations

Primary limitation of this report is that it is based on facts, accumulated from word of mouth, while consulting secondary data. Every employees of this organization are very responsible and maintaining confidentiality to their work, so as an Intern my access in those works are limited. I was only given information that SPL permits me to publish in my report. Because of their job responsibility and busyness, as an Intern it's difficult for me to ask every employee in which way they are performing in that organization..As the report is not a comprehensive one, rather based on a single facility of square Pharmaceuticals Ltd. and also based on a limited number of department employees, so the ultimate decision may not be drawn about the whole organizations recruitment and selection process. Moreover only three months is not enough to know all information about an organization.

Chapter 2

Methodology

Methodology of the Study

Methodology is an important part of the study. It is designed in such a way so that it correspondent to achieve the objective of the study. It includes sampling procedure, data collection procedure, and also procedure of analysis the data. The information used to prepare this report has been collected from both primary source that has been collected formal and informal interviews and secondary source that has been collected from annual reports, articles and online which together provided more comprehensive information.

Sample area: Human Resource Department, Sales Department, Corporate Head Quarter of Square Pharmaceuticals Ltd.

Sample Size: For conducting survey I have selected 22 employees of SPL from Sales and Human Resource department as a sample size.

Sources of data collection: In order to make the report more meaningful and accurate, to sources of data and information have been used. These are primary sources and secondary sources.

- I. Primary Data:** Primary data is a type of information that is obtained directly from first-hand sources by means of surveys, observation or experimentation. Primary data have been collected from 2 Senior Executive (HRD) and 13 Executive (HRD) of Square Pharmaceuticals Ltd through formal and informal interviews.
- II. Secondary Data:** Secondary data is all the information collected for purposes other than the completion of a research project and it's used to gain initial insight into the research problem. It is classified in terms of its source – either internal or external. Secondary data have been collected from different Journal, Newspaper, Annual Report, Selected Books published and unpublished data.

Chapter 3

Organizational Profile

3.1: Overview of the Organization

Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player. Square is a group of more than 30 companies that are operating throughout the country. Most of these companies are renowned around the nation for their quality product / service and also for transparent and ethical business policies.

SQUARE today symbolizes a name – a state of mind. But its journey to the growth and prosperity has been no bed of roses. From the inception in 1958, it has today burgeoned into one of the top line conglomerates in Bangladesh. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and is now on its way to becoming a high performance global player.

SQUARE Pharmaceuticals Limited is the largest pharmaceutical company in Bangladesh and it has been continuously in the 1st position among all national and multinational companies since 1985. It was established in 1958 and converted into a public limited company in 1991. The sales turnover of SPL was more than Taka 5 Billion (US\$ 90 million) with about 15% market share (April 2003 – March 2004) having a growth rate of about 16%.

SPL was-

- First to manufacture and market Metronidazole, Ampicillin and Cotrimoxazole after the expiry of patents.
- First to export antibiotics and other ethical drugs overseas.
- First to develop sustained release technology locally.
- First to achieve an all time industry high record sales turnover of US\$ 25 million.
- First to locally produce high tech Metered dose Inhalation (MDI) formulations.

3.2: Looking Beyond the Horizon

SQUARE Pharmaceuticals Limited has extended its range of services towards the highway of global market. SPL pioneered exports of medicines from Bangladesh in 1981 and has been exporting antibiotics and other pharmaceutical products. This extension in business and services has manifested the credibility of Square Pharmaceuticals Limited.

3.3: Corporate History

The company was founded in 1958 by Samson H. Chowdhury along with three of his friend as a private firm. It went public in 1991 and is currently listed on the Dhaka Stock exchange. Square Pharmaceuticals Ltd., the flagship company, is holding the strong leadership position in the pharmaceutical industry of Bangladesh since 1985 and it has been continuously in the 1st position among all national and multinational companies since 1985. Square Pharmaceuticals Ltd is now on its way to becoming a high performance global player.

Event	
1958	Establishment of SQUARE Pharma as a Partnership Firm.
1964	Converted into a Private Limited Company.
1974	Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA.
1982	Technical Collaboration with Janssen Pharmaceuticals, Belgium, a subsidiary of Johnson and Johnson International, USA.
1987	Licensing Agreement signed with F. Hoffman-La Roche & Co Ltd., Switzerland.
1991	Achieved market-leadership in the pharmaceutical market of Bangladesh among all national and multinational companies.
1994	Pioneer in pharmaceutical export from Bangladesh.
1995	Converted into a Public Limited Company
1997	Initial Public Offering of shares of SQUARE Pharmaceuticals Ltd.
1998	Chemical Division of SQUARE Pharmaceuticals Ltd. starts production of Active Pharmaceutical Ingredients (API).
2001	Won the National Export trophy for exporting pharmaceuticals.
2004	Agro-chemicals & Veterinary Products division of SQUARE Pharmaceuticals starts its operation.
2005	US FDA/UK MCA standard new pharmaceutical factory goes into operation built under the supervision of Bovis Lend Lease, UK.
2007	SQUARE enlisted as UNICEF's global supplier.

2009	New State-of-the-Art SQUARE Cephalosporins Ltd. goes into operation; built under the supervision of TELSTAR S.A. of Spain as per US FDA/ UK MHRA requirements.
2012	SQUARE Pharmaceuticals Ltd., Dhaka Unit gets the UK MHRA approval.

3.4: Profile of Square Pharmaceuticals Ltd.

Corporate Headquarters	: SQUARE CENTRE 48, Mohakhali Commercial Area Dhaka 1212, Bangladesh
Factory	: Shalgaria, PabnaTown, Pabna
Established	: 1958
Constitution	: Public Ltd Company
Founder Chairman	: Mr. Samson H Chowdhury
Chairman	: Mr. Samuel S Chowdhury
Managing Director	: Mr. Tapan Chowdhury
Details of Business	: 1. Pharmaceuticals Products 2. Bulk Chemicals 3. AgroVet Products
Manufacturing Units	: 1. Pharmaceuticals Division 2. Agro Vet Division 3. Chemical Division

3.5: The Various SQUARE Concerns





3.6: Founder Chairman's profile

Late Mr. Samson H Chowdhury was born on 25 September, 1925. After completing education in India he returned to the East Pakistan and settled at Ataikula village in Pabna district where his father was working as a Medical Officer in an outdoor dispensary. In 1952, he started a small pharmacy in Ataikula village which is about 160 km off capital Dhaka in the North West part of Bangladesh. Mr. Samson H Chowdhury then ventured into a partnership pharmaceutical company with three of his friends in 1958. When asked why the name SQUARE was chosen he remembers-“We named it SQUARE because it was started by four friends and also because it signifies accuracy and perfection meaning quality” as they committed in manufacturing quality products. His unfortunate demise occurred on 5th January, 2012.

3.7: Mission, Vision, & Goals of the Company

Mission

The Company's mission is "to produce and provide quality and innovative healthcare relief for people, maintain stringently ethical standard in business operation also ensuring benefit to the shareholders, stakeholders and the society at large."

Vision

The company views "business as a means to the material and social wellbeing of the investors, employees and society at large, leading to accretion of wealth through financial and moral gains as a part of the process of the human civilization."

Objectives

Their objectives are "to conduct transparent business operations within the legal & social frame work with aims to attain the mission reflected by our vision."

Corporate Focus

To emphasize on the quality of product, process and services leading to growth of the company imbued with good governance practices are the main corporate focus.

Business Slogan

Square Pharmaceuticals Limited always upholds the dictum: "Dedicated to advanced technology."

The Corporate Slogan

Square Group of industries has a common corporate Slogan which is: "Jibon Bachatey, Jibon Sajatey."

3.8: Square Quality Policy

- Ensure strict compliance with WHO CGMP standards and local regulatory norms in every phase of sourcing & procuring quality materials, manufacturing, quality assurance and delivery of medicines.
- Ensure all activities through documented Quality Management System (QMS) complying International Standard requirements of ISO 9001 through continuously developing Human Resources by regular training and participation.
- SQUARE is committed to undertake appropriate review, evaluation and performance measurement of processes, business activities and Quality Management System for continual improvement to ensure highest standard, customer satisfaction, developing human resources and company's growth.
- Business should support and respect the protection of internationally proclaimed human rights with in their sphere of influence.
- Make sure that they are not complicit in human rights abuses.
- Business should uphold the freedom of association and the effective recognition of the right to collective bargaining.
- The elimination of all forms of forced and compulsory labor.
- The effective abolition of child labor.
- Elimination discrimination in respect of employment and occupation.
- Business should support a precautionary approach to environmental challenges.
- Undertake initiatives to promote greater environmental responsibility.
- Encourage the development and diffusion of environmentally friendly technologies.
- Business should work against corruption in all its forms, including exportation and bribery.

3.9: Functions of the Organization

Ensure strict compliance with WHO GMP standards and local regulatory norms in every phase of sourcing & procuring quality materials, manufacturing, quality assurance and delivery of medicines.

Ensure all activities through documented Quality Management System (QMS) complying International Standard requirements of ISO 9001 through continuously developing Human Resources by regular training and participation.

SPL is committed to undertake appropriate review, evaluation and performance measurement of processes, business activities and Quality Management System for continual improvement to ensure highest standard, customer satisfaction, developing human resources and company's growth.

3.10: Existing Program of the Organization

- Exports Pharmaceuticals finished products
- Offers quality products at competitive price
- Offers more than 250 off-patent and on-patent molecules
- Offers facilities for contract manufacturing
- Provides assistance in product promotion and training in overseas markets

3.11: Present markets

SQUARE Pharmaceuticals is already supplying products to the following markets:

- ❖ **Asia:** Afghanistan, Bhutan, Cambodia, Macau, Malaysia, Myanmar, Nepal, Papua New Guinea, Sri Lanka, Tajikistan, Vietnam, Yemen
- ❖ **Africa:** Gambia, Ghana, Kenya, Libya, Mauritius, Niger, Somalia, Sudan, Tanzania
- ❖ **South America :** Belize, Costa Rica, Guatemala
- ❖ SQUARE Pharmaceuticals is also supplying to the UK further to the approval of its general plant by the MHRA.

3.12 Markets under exploration

- ❖ **Asia:** Hong Kong, Iran, Laos, Maldives, Philippines, Qatar, Saudi Arabia, Thailand, UAE
- ❖ **Africa:** Algeria, Chad, Comoros Island, Ethiopia, Malawi, Mozambique, Nigeria, Rwanda, Sierra Leone, South Africa
- ❖ **Europe:** Germany, Kosovo, Romania, Russia, Ukraine
- ❖ **South America:** Brazil, Colombia, El Salvador

3.13 Future Program of the Organization

- Strengthen its position in the present markets.
- Work is in progress to enter into regulated markets in Europe and United States.
- Develop new products in competitive price.
- Use local resources for proper utilization.

3.14 Product

SQUARE has latest technologies for production of a wide varieties of dosage forms including Tablet, Sustained Release formulation, Capsule, Metered Dose Inhaler (MDI), Injectable, Syrup (liquid and dry), Suspension (liquid and dry), Pediatric Drops, Nasal & Ophthalmic formulations, Topical Gel/Ointment/Cream, and oral care formulations.

Current product mix of SQUARE Pharmaceuticals Ltd. comprised of products from the following types of Drug Delivery Systems:

❖ **Tablets**

- Non-coated (Vaginal, Dispersible, Chewable, Plain)
- Coated (Sugar coated, Film coated, Enteric coated)
- Sustained released (coated/non-coated)

❖ **Capsules**

❖ **Injectable**

- Vials containing dry powder for injections
- Small volume parenteral

❖ **Liquids**

- Oral (suspension, syrup, drops, and stomatologicals)
- Topical solutions
- Nasal drops

❖ **Dry powders**

- Oral (for reconstitution to make suspension, syrup and drops)
- Topical

❖ **Semisolids (creams, ointments and gels)**

❖ **Solid suppository formulations**

❖ **Metered Dose Inhalers (MDIs)**

❖ **Dry Powder Inhalers (DPIs)**

❖ **Sterile Ophthalmic Formulations (drops)**

3.15: Departments

As the leading market share holder in its industry, the 2nd most profitable pharmaceuticals company, and one the best conglomerates in the country, SPL composes of various departments, some of them being “cross-functional” due to operational requirements. The number of departments shows the complexity the SPL management has to go through to make the company work in sync.

The departments are as follows:

- Product Management Department (PMD)
- Sales Department
- Medical Services Department (MSD)
- Accounts & finance Department
- General Service Department (GSD)
- Information Technology (IT) Department
- International Marketing Department
- Marketing Supply Chain Management
- Technical Service Department (TSD)
- Distribution Department
- Human Resources
- Share & Corporate Affairs
- Supply Chain Management
- Quality Assurance
- Engineering
- Production
- Product Development & Validation
- Internal Audit
- Quality Management & Audit
- Market Research & Planning Cell

Chapter 4

HR Policies & Practices

Human Resource Department

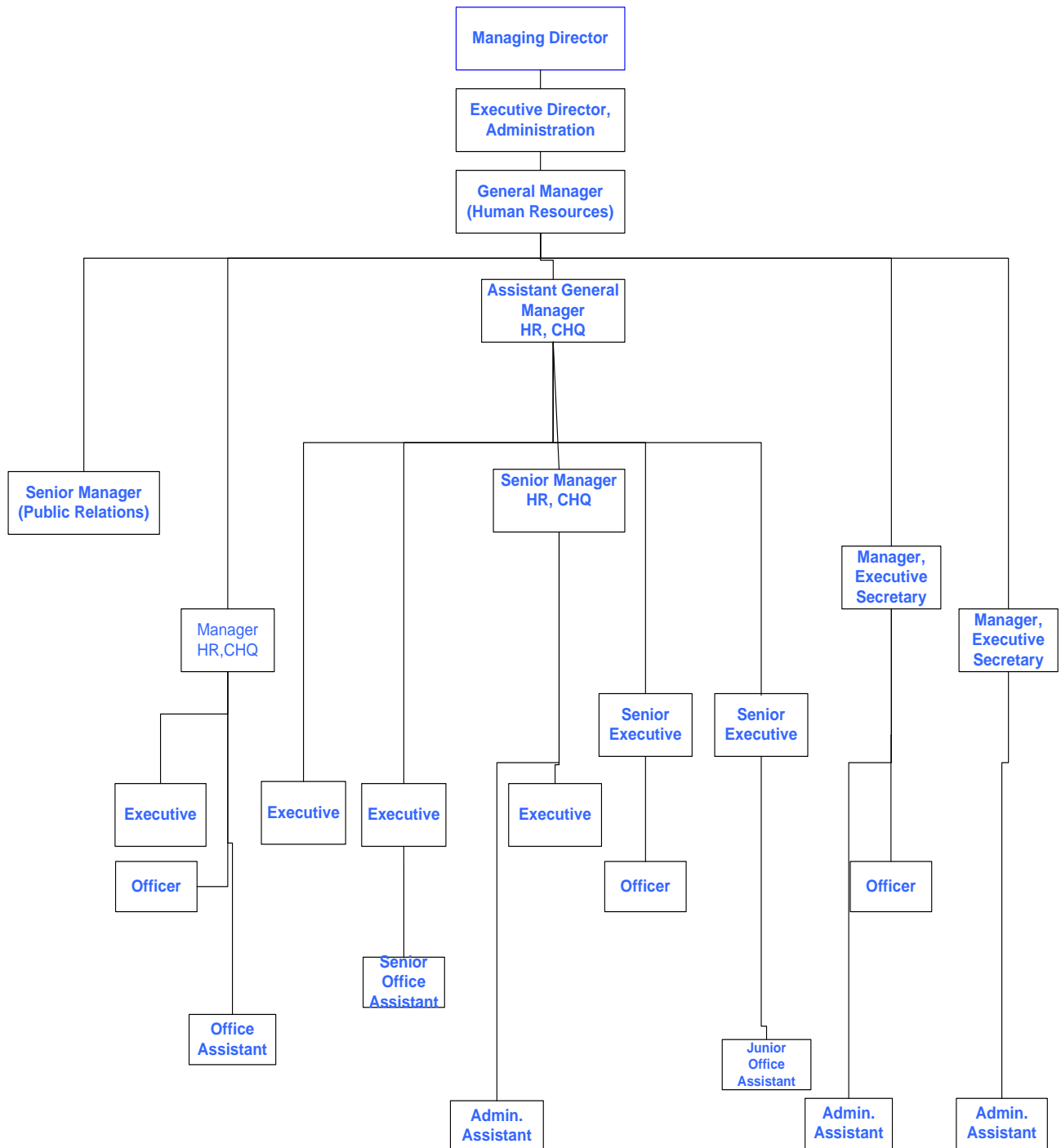
SQUARE, with its progressive business outlook, believes and practices corporate work culture with a classic blend of efficiency and equity. SQUARE believes in company growth by increasing efficiency level of employees and for that offering excellent environment and support for skill and knowledge up gradation. SQUARE values productivity as the spontaneous contribution of Human Resources. Strategic Human Resource Development Programs are the energy sources for SQUARE HR for running towards the zenith of success. Flow of clear and specific information and justification of queries play the vital role to ensure the market reputation of SQUARE as the most trusted and transparent company and it enriches the motivation level of HR who are the real contributors and owners of his/her own jobs. At SQUARE, HRD symbolizes the unique blending of professionalism as well as sharing the stress and success equally like a family where every member has deep concern, feelings and pride for their own company SQUARE. HR ensures the strong supporting role to develop & implement HR policy guidelines for ensuring uninterrupted operation and spontaneous participation to achieve organizational objective as well as fulfillment of employee needs.

HR is maintaining an effective way to deal with labor union and still no unrest has been recorded as dispute Personnel working here are taking care of SQUARE as it is their own family.

The major functions implemented by this department are as follows:

- a) Job evaluations and descriptions establishment
- b) Recruitment and staffing policies and processes
- c) Orientation and socializing new recruits and organizational members
- d) Employee training and development facilitations and management
- e) Employee performance management and evaluation
- f) Compensation and benefits determination as per job evaluation
- g) Talent retention strategies
- h) Facilitating career development and enrichment of human resources
- i) Maintaining and updating databases of manpower/personnel
- j) Maintaining liaison and communication with past, present and potential employees
- k) Going through capability and disciplinary procedures for further “actions” .With around 7500 employees, SQUARE Pharmaceuticals Ltd. also has to follow the above trends.

SQUARE PHARMACEUTICALS LTD.
CORPORATE HEADQUARTERS, DHAKA
Organogram of Human Resource Department



Chapter 5

Specific Responsibilities

Jobs I have done through my internship program:

■ CV Sorting:

In the process of selecting candidates starts with sorting out CVs. I have worked a lot in sorting out CVs initially, especially in the position of MPO selection, Surveyor selection, and Production Executive selection. There I was asked to give emphasis on the education qualifications, previous working experience and whether the candidate has done relevant training program which will appropriate for the given job responsibilities. After the initial screening has done I had to input all the relevant information of the selected candidates in their database and create CV summary for every candidates.

■ Organogram update by using VISIO software:

SPL in a regular basis update their organization organogram by using Visio. While updating the organization's organogram I have learnt the use of Visio software and the procedure of updating an organization's organ gram. Here I have put the individuals according to the hierarchy.

■ Invigilating the written test:

I got a chance to take part as an invigilator in the written test of Production Executive (Quality Control). There were two shifts from 2pm to 3:30 and 3:40pm to 5:10pm. In each shift there were almost 35 candidates and I noticed that almost every selected employee for the written test took part in the exam which is definitely a sign of appropriate recruitment process. Apart from this I have taken many Medical Promotion Officer (MPO) promotion test.

■ Script evaluation:

Through my internship program I have evaluated about 320 number of scripts for different positions, The evaluation process of Square Pharmaceuticals Ltd is very simple they mostly prefer MCQ questions which is divided into three parts; Language Proficiency, Arithmetic and Analytical Ability. Each question contains 1 marks and there is no negative marking for incorrect answer but double marking is considered as wrong answer,

■ Result Sheet preparation:

I have also worked in preparing result sheet both in terms of external selection and internal employee selection for promotions. Both structure of result sheet is same but the evaluation criteria are different. In the external employee selection the result sheet is prepared based on the average number of written test and viva but on the other hand in the internal employee selection process for promotion along with the employee written test and viva organization also consider performance of employee both in training session and work performance.

■ Prepared slide on Corporate Social Responsibility of SPL:

I have prepared power point slides on the Corporate Social Responsibilities of Square Pharmaceuticals Ltd which was presented in the orientation program organized for the new Executives.

■ Trainer profile creation:

There are more than 50(changing constantly) internal trainer in the organization which is also the employee of SPL. I have worked in creating trainers profile which includes the education qualifications, experience and special ability of the trainer.

■ SAP task for time management:

The SAP ERP software is Enterprise Resource Planning software built by SAP Company (Systems, Applications and Products). This SAP ERP is financial management software mainly used by businesses to improve on productivity and general efficiency of the business. SAP is especially well-known for its Enterprise Resource Planning (ERP) and Data management Program. I have done SAP time management task which was linked with a XL file. I imported data from XL file and did the rest of functional task as per instruction

■ Worked in SOP project:

Standard Operation Procedure, it is a systematic recruitment and selection process. I was directly involved in a SOP project when the sales department sent a requisition for 2 Executives, First the department that needs employee will have to fill up a form and will mention the reason why internal recruitment is not possible. Then the GM Sales head of sales department approve it and then EDM will also have to approve it. Then HR will investigate everything and release a circular which must be in online, no hardcopy CV is accepted. Then interested applicants will drop their CV in online and an initial screening will be carried out. Above 600 applicants drop their CV and based on Public and top 5 private universities and CGPA initial screening is conducted where only 60 or 70 applicants are selected and asked to sit for the written test. Based on written test 15 to 20 applicants get call for interview and lastly two required candidates are selected.

Chapter 6

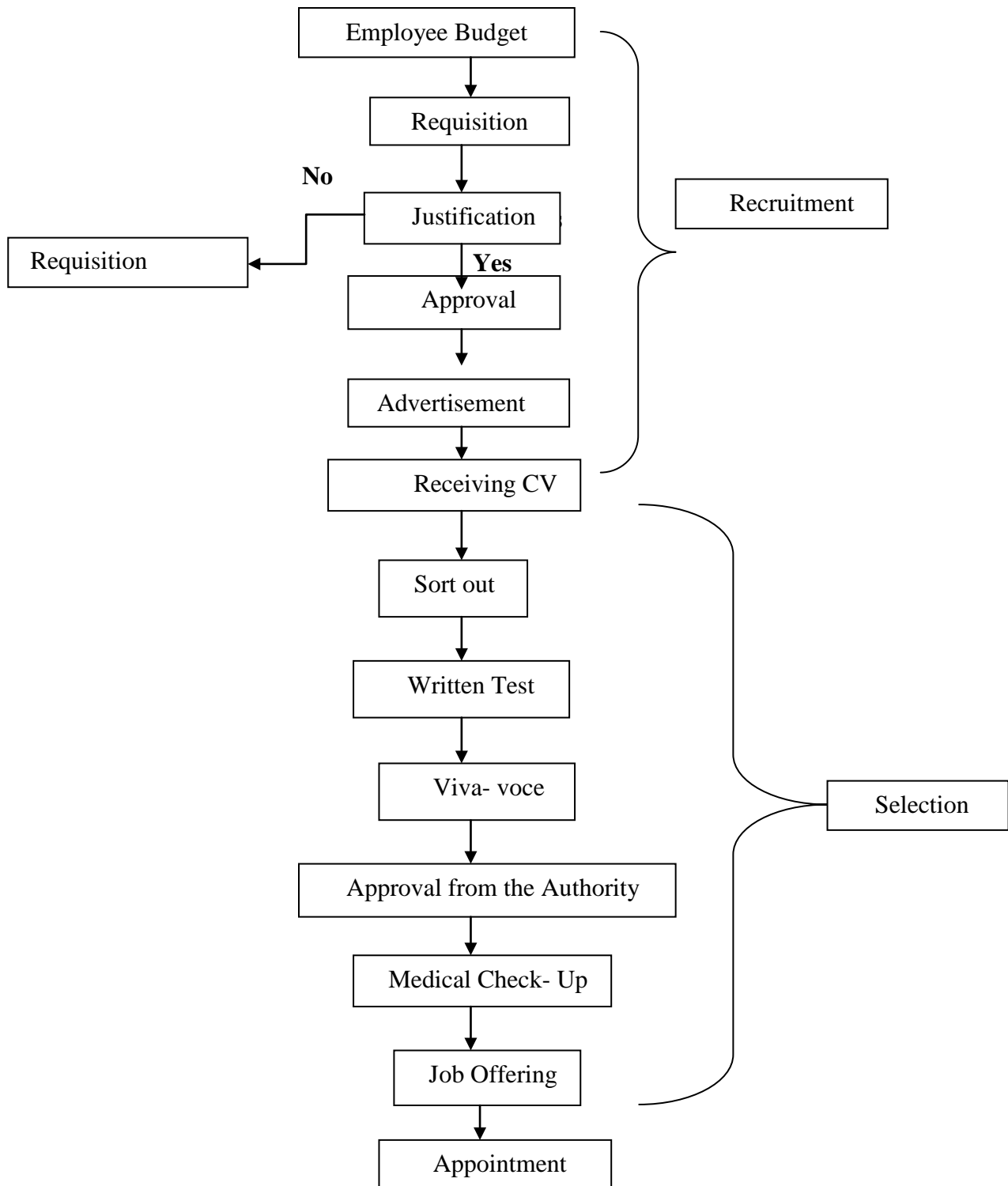
Recruitment & Selection process of SPL (MPO)

Overall Recruitment and Selection Process of SPL:

The procedures of recruitment and selection process in SPL are generally driven by a desire to be fair. However, there may in some cases need to be a better balance of fairness and operating a quick and effective process. Careful consideration of policies and procedures may identify unnecessarily bureaucratic practices.

Each year SPL recruit above 100 numbers of Medical Promotion Officer (MPO) those are mainly chosen for field work. During my internship program I got the opportunity to take part in the recruitment and selection process for this post. From the beginning to end SPL follows a very systematic procedure which leads them to hire effective people. The below discussion is on the entire process of recruiting and selection process of SPL for the position of MPO.

Steps of Recruitment and Selection (MPO) in SPL:



1. Employee Budget:

Every department prepares a budget of employee according to the requirements in their department. It may be at the beginning of the year or when vacancy is created or someone leaves one's job. SPL hire around 400 employees for MPO position each year. The budget depends on the number of manpower requisition. The project that I worked in was more than 1.5lac.

2. Requisition:

After making employee budget they give a requisition to HRD mentoring specific number of employee they need. Moreover, job description, job specification and other requirements are mentioned here.

3. Justification:

Given requisition is verified, justification and confirmed through analysis whether the requisition is logical or not, If the HRD thinks the requisition is reasonable it precedes the recruitment process otherwise they resend the requisition letter to the particular department to verify their need.

4. Approval:

After getting the authenticity of requisition, HRD gives a recommendation on it. The requisition must be approved by top management.

5. Advertisement:

When the requisition is approved they give advertisement in different ways to attract the probable employees. The means they use to attract the employees are:

- Newspaper
- Job Sites
- Web- Sites
- Sending mail to the existing employees.

Candidates get 10 days to apply for the post.

6. Receiving CV:

From different means of media CVs are collected and piled up for initial screening.

7. Sort-out:

From here recruitment process ends and selection process starts. Most of the candidates are rejected in the initial screening time because of inferior quality.

8. Written test:

They arrange for a written (in 100) to get quality students from different private and public universities. Among them who get 50% number are selected for interview.

9. Viva-voce:

After the written test every passed candidates get a chance to take part in the viva-voce. The viva-voce conducts into two parts. First one is preliminary and other is final.

10. Approval from authority:

Overall processes as well as the candidates are approved by the Approval Authority.

11. Medical Check-up:

Medical checkup is mandatory for candidates. They are checked from Square Hospital on free of cost.

12. Job offering:

Finally, the job is offered to the candidates and is introduced with the organization polices. Moreover, a negotiation of is occurred and asked the candidate whether he is agreed with the terms and conditions of the organization and the offered salary if so then is told to join as early as possible.

13. Appointment:

If the employee is physically fit and agreed with all the terms and condition then the candidate is appointed finally.

Chapter 7

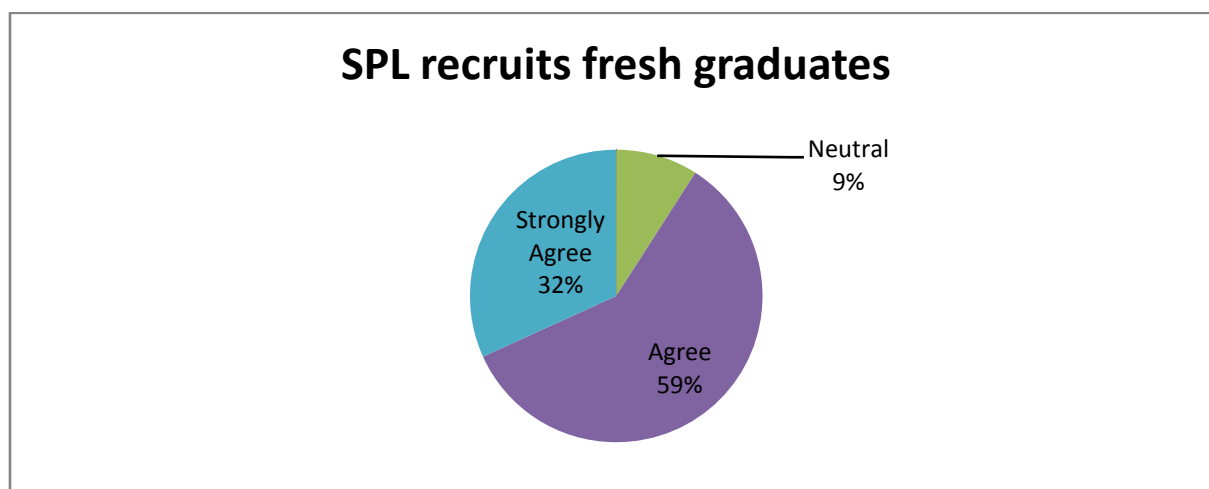
Analysis & Findings of the Project

Analysis and Findings of the Project:

In terms of finding the gaps of recruitment process I have conducted a survey within SPL where the number of respondent was 22 and the respondents were Executives and Managers who are directly involve in the recruitment process so that my survey will be more reliable. In the below discussion the results of survey is briefly described.

Question 1: Does SPL recruits fresh graduates (without experience)

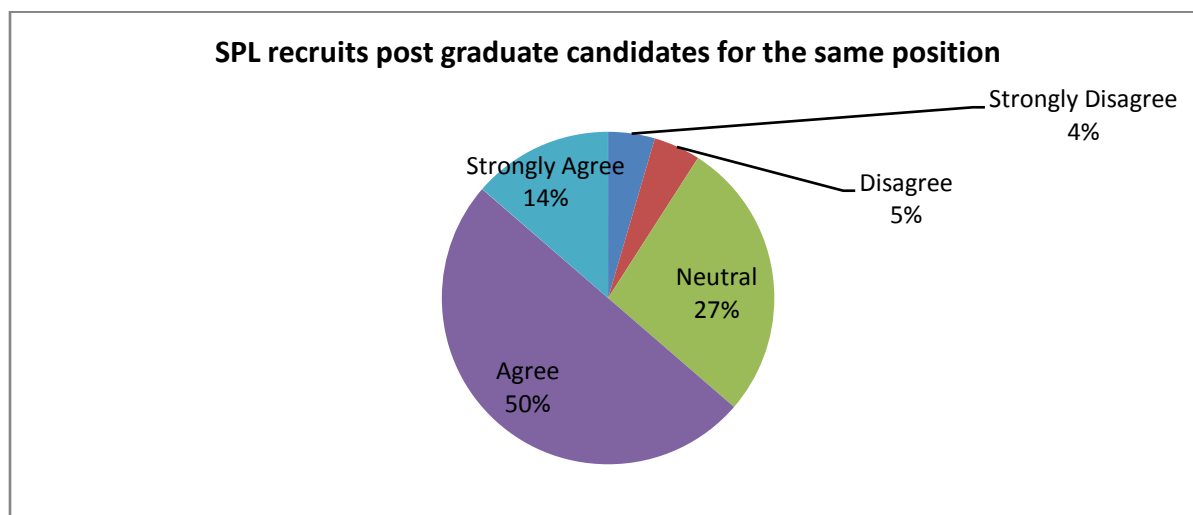
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	0%	9.09%	59.09%	31.81%



The graph shows that, above 32% of employees strongly agreed and 59% of respondent agreed that SPL recruits fresh graduates. Thus, it is very inspiring for the youth which helps SPL to create a better image in the outside market. The reason behind recruiting fresh graduates is that they can create their manpower based on the organization culture by relevant training which helps SPL to build a productive manpower.

Question 2: SPL recruits post graduates for the same position.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
4.54%	4.54%	27.27%	50%	13.64%

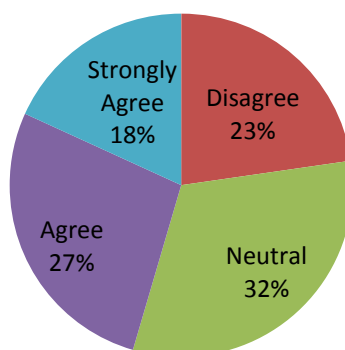


The graph shows that above 50% of respondent agreed and 14% strongly agreed that SPL recruit post graduates besides graduates for the MPO post. However, SPL should emphasis on this regard that this recruitment criterion might discourage potential fresh graduates to apply for the post and thus SPL might fail to attract talented candidate.

Question 3: In times of selecting candidates SPL consider outlook of the candidates

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	22.72%	31.81%	27.27%	18.18%

In times of selecting candidates SPL consider outlook of the candidates

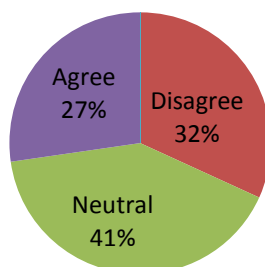


The graph shows that, there are different responses on regarding of considering outlook while selecting candidates. 18% of respondent strongly agreed and 27% agreed that SPL consider outlook where 32% of respondent were neutral that means these 32% respondent cannot directly deny the fact. The reason behind considering outlook is that, the MPOs are the representative of the organization and directly affect the image of the company.

Question 4: SPL hire employee based on only employee's skills and promptness, no other issues are considered.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	31.82%	40.91%	27.27%	0%

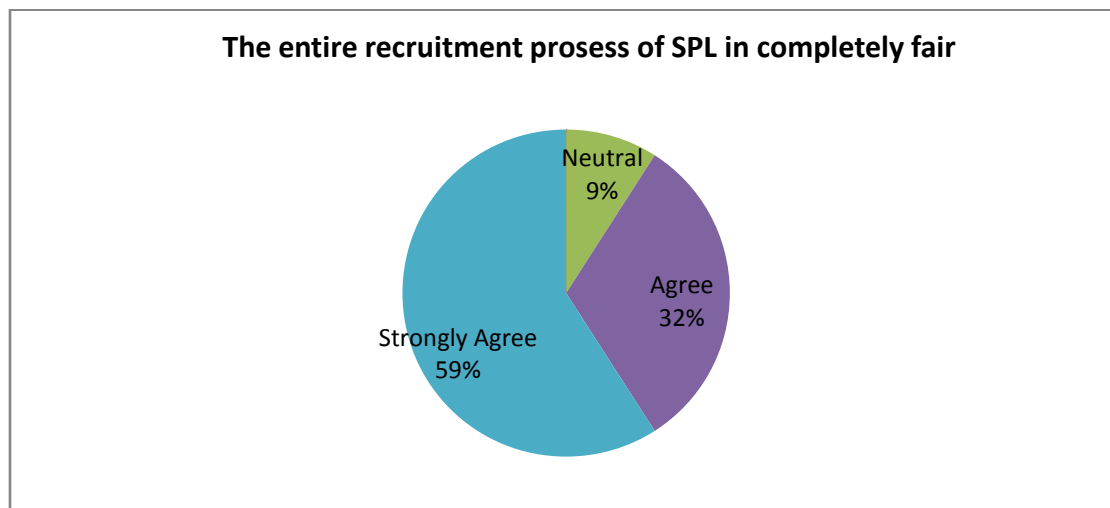
In times of recruitment SPL only judge skills & promptness of the candidates , no other issues are considered



The graph does not represent any significant result. It shows that highest percentage of respondent (41%) chose to be neutral on the fact that SPL judge candidates based on only their skills and promptness while hiring them. However, 32% disagreed because some officers shared that besides skills and promptness SPL hire employees based on their experience and educational qualification and that is SPL's main concern while recruiting employee.

Question 5: The entire recruitment process of SPL is completely fair.

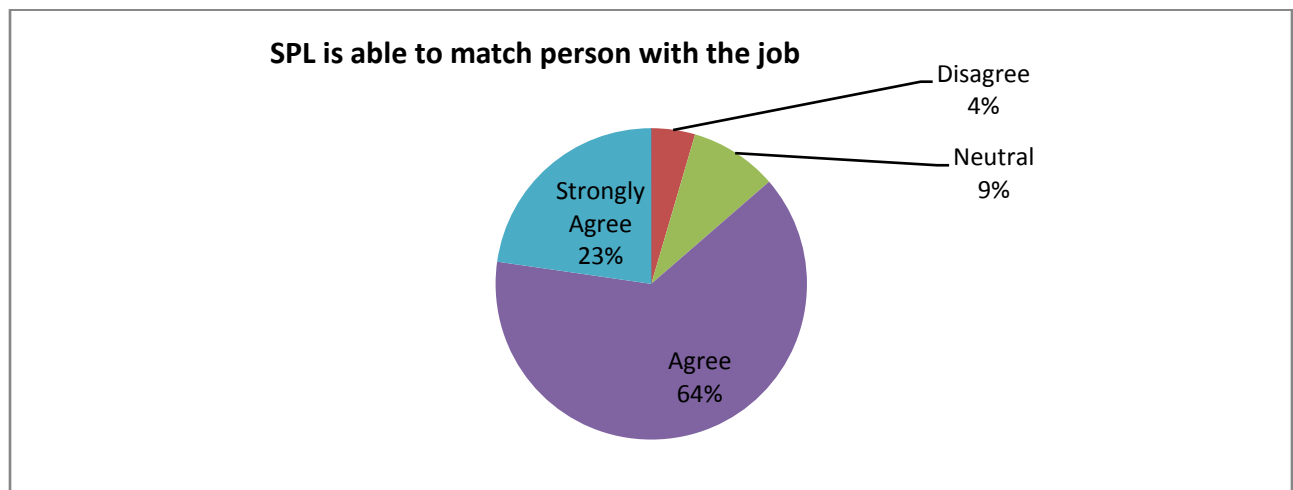
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	0%	9.09%	31.81%	59.09%



The above graph shows a satisfactory result where 59% strongly agreed and 32% agreed so all together above 91% of respondent believes that the entire recruitment process of SPL is completely fair. Based on this result it can be stated that SPL follows their recruitment process very systematically and strictly to avoid any sort of unwanted powerful influence. However, SPL should be more concern of this issue as a very small portion (9%) of respondent where did not agree.

Question 6: SPL is able to match person with the job.

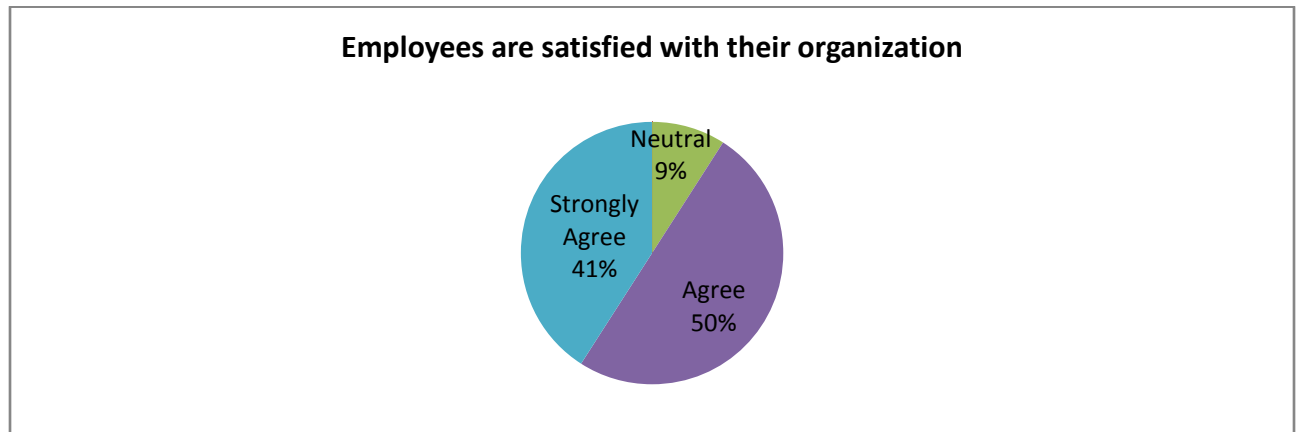
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	4.54%	9.09%	63.64%	22.72%



The graph shows 64% of the respondent agreed and 23% strongly agreed that SPL is able to match person with the job and a little portion disagreed which is not very significant. Moreover, this result proves that the recruitment and selection process of SPL is effective and how the HR team works hard to identify talented employee.

Question 7: Employees are satisfied with their organization.

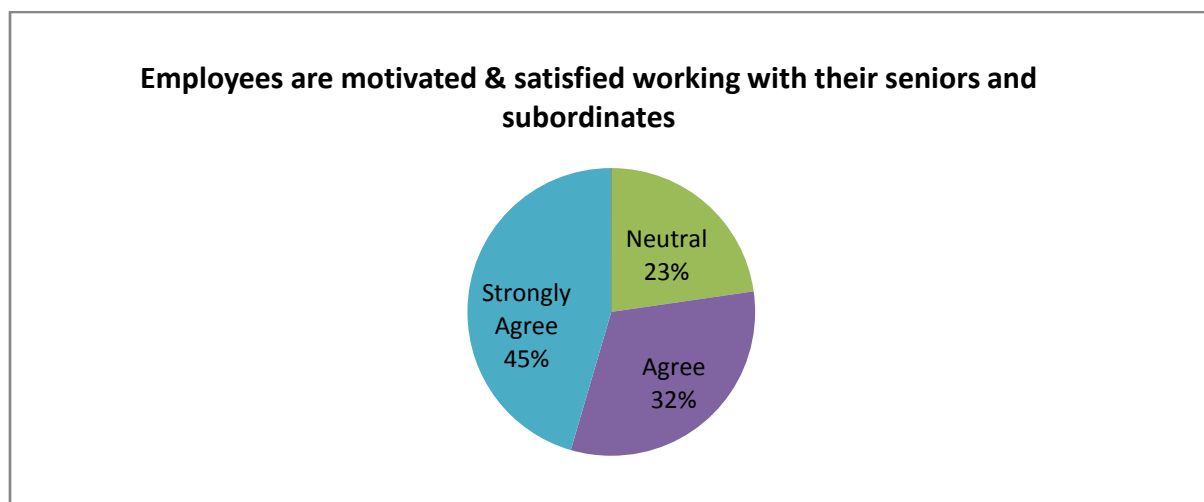
Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	0%	9.09%	50%	40.91%



The graph shows us; among all the respondent 50% agreed and 41% strongly agreed that SPL keeps their employee satisfied which is a big success for the organization. Thus, it represents that SPL is one of those successful company which does not only conduct their business activity just to earn money but also give enough emphasis on building a satisfying stakeholders.

Question 8: Employees are motivated and satisfied working with their seniors and subordinates.

Strongly disagree	Disagree	Neutral	Agree	Strongly agree
0%	0%	22.72%	31.81%	45.45%



The graph shows that 45% of respondents strongly agreed and 32% simply agreed that they are motivated and satisfied working with their seniors and subordinates whereas, 23% of respondent chose to be neutral. This 23% of respondent is not a small amount where they might be facing problems working within organization. So, management must be more concern of tackling employee grievance.

Findings of the project:

The findings of the project on the recruitment and selection process of SPL are briefly stated below:-

- SPL encourages fresh graduates to start their career in their organization. The reason behind recruiting fresh graduates is that they can create their manpower based on the organization culture by providing relevant training which helps SPL to create a productive manpower.
- SPL recruits post graduates besides graduates for the MPO post. However, SPL should emphasis on this regard as this recruitment criterion might discourage potential fresh graduates to apply for the post and thus SPL might fail to attract talented candidate.
- SPL consider the outlook of the candidates and the reason behind considering outlook on the reference of some officials is that, the MPOs are the representative of the organization and directly affect the image of the company.
- Based on employee skills, educational background, experience of work employee can be recruited in the organization.
- SPL has a structured and standard selection process. This is strictly followed by the selection board that is empowered by the organization to avoid any unfair activities during hiring employees
- SPL is among one of those successful companies which does not only conduct their business activity just to earn money but also give enough emphasis on building a satisfying stakeholders.
- Most of the employees are highly motivated and satisfied working with their seniors and subordinates. However, management must be more concern of tackling employee grievance to avoid any sort mismanagement

Chapter 8

Recommendation & Conclusion

Recommendation

SPL has extremely wonderful and systematical working techniques. To recommend SPL is quite difficult thing for me as an internee. The new changing HR professionals carry with new responsibilities and confronts. But all things around us are changing at an accelerating rate. Given the fast changing, dynamic global economy and the increasing pressure of globalization, liberalization, consolidation and disintermediation, it is essential that SQUARE Pharmaceuticals has a robust recruiting and selection policies and procedures that are sensitive to these changes. I have found some points to be noticed to Recruitment and Selection section for betterment of SPL.

1. To make recruitment and selection process more effective, top management as well as executives should be aware about the length of time consumed for total hiring process.
2. Top management should response promptly about their final selection decision to the HR team
3. Top management should make the total recruitment and selection procedure easier and faster to overcome all the drawbacks of present hiring procedure and to ensure that managers cut down unnecessary bureaucratic rules and process.
4. SPL should too much careful about Recruitment and selection process, so that turnover rate is reduced than previous year as SPL is facing problem with the huge turnover rate in the field force.
5. The key to reducing bureaucracy for managers is to ensure that they are properly trained and fully understand the implication of the legal framework; the aims of the authority and good practice in recruitment and selection process.
6. HR often faces difficulties to accommodate trainee as there is not enough room to conduct training session. Therefore, HR should ensure a number of new training rooms to conduct training smoothly.
7. SQUARE should hire more employee in HR as they often face problem dealing with huge field force.

Conclusion

Square Pharmaceuticals Ltd. represents an organization that thrives for continuous learning and organizational development. For them, organizational development includes a creation of a strongly-bonded culture; maintaining discipline; continuously adapting to changes resulting from both internal and external environment; developing human resources through ongoing development and evaluation initiatives; and completing tasks and goals within a given time frame. SPL continually focusing on corporate social responsibility and adapting to changes will automatically lead to successful company. Thus, developing a strong HR department for organization development is becoming an important aspect for the company.

The primary objective of this report was to analyze and understand the effectiveness of the recruitment and selection process of SQUARE Pharmaceuticals Ltd. As the research showed, the company is continually applying development initiatives to enhance its recruitment and selection procedures to ensure right people in the place. From my experience I have observed that SPL maintain their recruitment & selection process in a very systematic and full planned way. In many organizations it is a common practice where in case of recruitment decisions are influenced by many unexpected powerful authority which leads to an inappropriate employee selection. However, SPL being a reputed organization with such a high profile hardly goes out of their principles and thus SPL can proudly declare that the entire recruitment process is appropriate and free from any sort of unfair activities.

Chapter 9

Appendix

List of Abbreviation

AM	Area Manager.
CHQ	Corporate Head Quarter
CGMP	Current Goods Manufacturing Training
DSE	Dhaka Stock Exchange.
FS	Field Supervisor.
FM	Field Manager.
FAT	Factory Assessment Training
GM	General Manager.
SPL	Square Pharmaceuticals Ltd
KPI	Key Product Indicator
MRA	Market Research Assistant.
MPO	Medical Promotion Officer.
MP	Market Promoter.
MG	Manager.
PMD	Product Management Department.
PPO	Product Promotion Officer.
SDO	Sales Development Officer.
SSDO	Senior Sales Development Officer.
SPO	Sales Promotion Officer.
SSPO	Senior Sales Promotion Officer.
SMPO	Senior Medical Promotion Officer.
SPL	Square Pharmaceuticals Limited.
SAP CO	System Application & Product Cost Controlling.
SPL	Square Pharmaceuticals
TM	Territory Manager.
TNA	Training Need Analysis.
T & D	Training And Development

Employee Questionnaire

Employee's Perception on Recruitment & Selection Process for Entry level job (MPO)

Please respond to each statement on the scale provided where 1= strongly disagree, 2=disagree, 3=neutral, 4= agree, 5= strongly agree.

Responses	S/ Disagree			S/ Agree	
	1	2	3	4	5
1. Your organization prefers recruiting fresh graduates.					
2. For the same position your organization recruit post graduates.					
3. While selecting candidates your organization consider outlook of the candidates besides other skills					
4. While recruiting employee your organization only judges the employee skills and promptness no other issues are considered.					
5. The entire recruitment process of your organization is completely fair.					
6. Your organization is able to match person with the job.					
7. You are satisfied with your organization.					
8. You are motivated & satisfied working with your seniors/ subordinates.					

General Comments on recruitment & selection process of SPL:

General Profile of Respondent

1. Gender: ☐ Male ☐ Female
2. Age (Year): ☐ 23-30 ☐ 31-38 ☐ 39- 46 ☐ 47-54 ☐ Above 54
3. Highest level of Education ☐ Masters or above ☐ Graduation ☐ HSC
4. Job Experience (Years): ☐ Less Than 3 ☐ 3-5 ☐ 6-8 ☐ 9-11 ☐ Above 11
5. In which department you are currently working? ☐ Sales ☐ HR
6. Managerial Level you are currently working at: ☐ Entry Level ☐ Mid Level ☐ Top Level
7. Income Range (Bangladeshi Taka):

☐ Below 15,000

☐ 15,000-20,000

☐ 21,000- 30,000

☐ 31,000- 40,000

☐ 41,000- 55,000

☐ 56,000-75,000

☐ 76,000- 1,00,000

☐ Above 1,00,000

Thank You for Your Time & Cooperation

Chapter 10

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